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#### KERN COUNTY

**BAKERSFIELD #29** – (4) op computerized G.P./(3) ops eqt'd (4th) plumbed. Cash/PPO/HMO/Denti-Cal Pt Base. Monthly Cap Ck. approx. \$3.5K. Digital X-Rays. Gross Collect. \$500K+. Refers out Ortho, Diff O.S., Diff Endo & Implant Placement. Seller does no advertising. Low Overhead, High Net. Seller retiring. **FEMINE** 

**BAKERSFIELD #30** – (4) op comput. G.P. that practices full body health. Located on the highly desirable southwest side of Bakersfield, in a shop ctr. store front, on a main thoroughfare, <u>w</u> exposure/visibility/signage & parking. Boutique built out facilities & furnishings. (4) ops of newer equipt. <u>w</u> digital x-rays, Dentrix software, & Denta Max digital system. Cash/Ins/PPO pt. base. No HMO & No Denti-Cal. Annual Gross Collections \$255K to \$550K on an easy (3) day week. Seasoned staff and (20+) years of Goodwill. Refers out all Endo, O.S, Perio, Ortho, and Pedo. Does No Advertising. Adding Advertising, more hours, and keeping Specialty work in house will make this practice flourish. Seller retiring and is moving out of state, but will assist with a transition.

L.A. - KERN COUNTY LINE – BE YOUR OWN LANDLORD! [NEW] See description below under LOS ANGELES COUNTY

#### LOS ANGELES COUNTY

**ARCADIA #3** - Beautiful, newly remodeled, (4) op computerized G.P. located in a well known Prof. Bldg. on a main thoroughfare. Cash/Ins/PPO pts. Annual Gross Collect \$300K on a (3) day week.

**BELLFLOWER** – (20) Op Multi-Special pract located on a main thoroughfare, in a free stand bldg. on a shop ctr pad, <u>w</u> excellent exposure, visibility, signage & parking. The pract collected approx. 2.17M in 2019 & has been slowly but steadily rebounding towards Pre-Pandemic numbers. Cash/PPO only. No HMO & No Denti-Cal. Newer equipt, Digital Pano & X-Rays, CEREC, Digital Scanner & Eagle Soft s/w. Admin duties just too much for Seller. He would stay on & do dentistry for Buyer if desired.

**CANYON COUNTRY** – *EMERGENCY SALE!* (5) op comput. G.P. (4) ops eqt'd. Shop. Ctr. location on a major thoroughfare. Exposure/Visibility/ Signage. (5) year old eqt. Dentrix s/w, Digital x-rays & Pano, Scanner & Chartless. Cash/PPO/HMO pts. PARTNERSHIP DISSOLUTION. Still in operation (collecting \$20K/mos.), but selling as a Turnkey wincluded pt. charts, well below buildout/eqt. costs. **FURTHER REDUCED. MOTIVATED!** 

L.A. - KERN COUNTY LINE – BE YOUR OWN LANDLORD! Free Standing Duplex Bldg. & a (6) op comput G.P. for sale. Located just off the Fwy. less than an hour from the SFV. Cash/Ins/PPO pt. base with No HMO, No Denti-Cal, & No Nights. Consistently collecting mid to upper \$500K/yr on a (4) day wk. Seller does no advertising. Some newer eqt, digital x-rays & digital Pano. (46) years of Goodwill. Very limited competition. Seller retiring, but can stay on p.t. if buyers wishes.

**SAN FERNANDO VALLEY PERIO PRACTICE** - Long established Periodontal Practice located in a higher end, centralized area of the San Fernando Valley. The Practice was established in (1968) & the present Periodontist has practiced there since (1988) first as an Associate & then as the Owner. The Practice is located in a well know Professional Bldg., on a major thoroughfare, with easy fwy access. There are (5) eqt'd ops, & the practice is eqt'd with digital x-rays. The Seller works an easy (4) day week and there are (5) days of Hygiene. 2021 Collections were \$725K+ with an Adjusted Net Income of \$445K+! Patients are Cash/Ins & PPO with No HMO & No Denti-Cal. The practice offers Implant Placement & various Periodontal Procedures & Surgeries. The lower overhead office has a seasoned staff. The Seller is retiring, but he is willing to stay on to mentor, introduce, and help with a smooth transition.

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**WOODLAND HILLS** - (9) op comput. General/Perio Practice. (5) ops fully eqt'd, (1) fully eqt'd surgery room, & (3) add. plumbed ops. Located in a 2,400 sq. ft. store front, in a very busy shop. ctr., on a main thoroughfare. Excellent exposure, visibility, signage, & parking. Cash/Ins/PPO small amount of Denti-Cal. 2021 Collections were approx. \$500K. BACK ON THE MARKET

WOODLAND HILLS ORTHO/PEDO – (4) op Ortho/Pedo. Located on the 1st floor, end cap, with street frontage, exposure, & visibility. CASH/ PPO/Denti-Cal. 2021 collect. \$369K+. Digital X-Rays & new Pano. Seller retiring but willing to stay to do Ortho and/or Mentor.

#### **ORANGE COUNTY**

**LAGUNA HILLS** – (4) op computerized G.P. located in a Shopping Center with Excellent Exposure/Visibility/Signage & Parking. Fwy. convenient. Cash/Ins/PPO patient base. (25) years of Goodwill. Annual Gross Collections of (\$870K+). Newer Eqt., Eagle Soft software, Digital X-rays, & Laser equipped. Seller is retiring but will assist with a transition.

#### MADERA COUNTY

MADERA – 8 op computerized G.P. 6 ops eqt'd. Located in a 2,400 sq ft store front on a major thoroughfare with exposure/visibility/ signage and ample free parking. Cash/PPO/Denti-Cal pt base with (25) years of Goodwill. Annual Gross Collections \$600K+. Digital X-Rays. Dentrix s/w. Mostly Spanish pt. population. Seller retiring. *BACK ON THE MARKET* 

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#### SAN BERNARDINO COUNTY

**<u>HIGHLAND</u>** – (4) op comput G.P. located on a main thoroughfare, in a shop ctr, end cap, with exposure, visibility, signage & parking. 2021 Gross Collections of \$660K+ on a (4) day wk. Cash/PPO/Denti-Cal pts. No HMO. (18) yrs of Goodwill. Digital X-Rays, Newer CBCT, Laser, & Digital Scanner. Assignable sweet heart Lease in place.

#### SAN DIEGO COUNTY

**SABRE SPRINGS/POWAY** – Beautifully appointed (3) op comput. G.P. in a strip ctr. w exposure. (2) Ops eqt'd/3rd plumbed. Digital & paperless. 2016 Gross Collect. \$232K p.t. w no advert. Referring all specialty work. (15) new pts/mos. Cash/Ins/PPO/HMO. Centrally located. Doctor retiring. **Solu** 

#### SAN LUIS OBISPO COUNTY

**CENTRAL CA COAST** – High producing & very profitable G.P. with Seller work back. (7) op comput. G.P. located street level in a smaller professional bldg. near the downtown business district. 2017 Collections of approx. \$1.6M. Pract. does no advertising. Averages (12) days of Hygiene/wk. Cash/Ins & one PPO. 78+yrs of Goodwill. Digital x-rays & digital Orthopantomograph. **Solu** 

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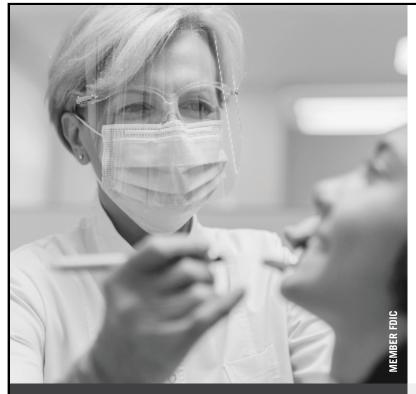
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Insurance: PPO/Cash/Cap/Denti-Cal Annual collection ~ \$230K We have more Great potentials with PPO/Cash pt. Strip mall. 5 equipped ops. Cerritos - Equipment and Leasehold qualified buyers than Corner lot w/private parking spaces. All PPO/Cash. Associate Run Asking \$105K or Best Offer! Just renovated. 6 eq. ops. Low Rent. there are practices Orange - New Listing! Retail ctr off CA- 91 w/anchor stores. San Jose - Grosses ~ \$255K available for them. 1,000 sq.ft., 4 eq. ops. Fair rent Excellent location: Large Shopping Doctor does mostly general dentistry Plaza off main intersection in Orange. Close to Freeway - 680. 3 ops. Diamond Bar: Grossed ~\$737K Grosses ~ \$600K Opens 3 days/wk with 2 staffs. Sellers – Call Long term pt base. All Cash/PPO A Spanish speaking doctor will be at 3 equipped ops., ~ 1,200 sq.ft. 1 doctor & hygienist. Closed Sat & Sun an advantage at this office. for a FREE Professional suite. 6 eq.ops. San Bernardino County, CA San Jose - New Listing! consultation. Inglewood - Gross ~ \$810K Equipment & Leasehold Rialto - Gross ~ \$350K Large shopping plaza off CA -130 Large shopping plaza, 4 eq. ops. + 1 Seller retires. Associate run office Accepts all insurances, mostly and freeway - 680. ~60% Denti-Cal. 3 eq. ops. 3 equipped ops. ~ 1,050 sq.ft. PPO/CASH. Cap check ~\$4k/month Shopping plaza. Affordable Rent Asking \$70K or best offer! Many in house specialists, including I got an offer and San Bernardino - Gross ~\$300K orthodontics. San Jose - 2 practices for sale Single story building w/parking Office #1 - Collections ~\$390K acceptance within a Long Beach: Gross ~ \$350K Family Practice. 3 eq. ops. Retail Center - 5 ops. Rent ~\$4,800 week of listing my High quality general & cosmetic dentistry Mostly Denti- Cal patients. Office #2 - Collections ~ \$608K Denti-Cal ~ 65%, FFS/PPO ~ 31% Retail Center - 5 ops. Rent ~\$8,300 practice with LCF **Riverside County** Strip mall at the corner of a large Both are ~50% Denti-Cal; ~50% Others Practice Sales. Loc intersection. 3 equipped ops. Close to East San Jose & Vietnam town. was always Indio - Starter Practice & Real Estate **Torrance:** East Bay Area - Pediatric Practice Practice can be sold together or available to answer Collections ~ \$600K. Mostly PPO/Cash Grosses ~ \$750K separately from real estate. Strip Mall just off Highway – 107 Good profit margin. all my questions Modern looking. Just built 3 years ago. Surrounding areas include Castro • 4 eq. ops, ~ 1,400 sq.ft. Fair Rent and troubleshoot Large shopping center. 9 operatories. Valley, San Leandro, Oakland ... Van Nuvs: Grosses~ \$390K Mixed Insurance. Many Denti-Cal pts. Murrieta - Grosses ~ \$911K. just about All Cash/PPO. Seller retires. • Seller retires. High profit margin. Front st. locaton. 5 ops. everything that Seller does mostly GP work w/ ~ 70% PPO, ~ 30% Denti-Cal. San Rafael - Grossed ~ \$600K hygienist. Lots of outside referrals. came up. The Production from 1 doctor & hygienists Mostly PPO/FFS. Opens 4 days/wk Front street location. Private parking lot. Family practice & quality dentistry transaction went Professional suite. 5 eq. ops. Beautiful & spacious office. 6 ops. Located in beautiful Marin County Imperial County: like clockwork and • Fair Rent. 3 eq. ops. Van Nuys: Seller willing to negotiate price! we closed shortly El Centro - High Production Office Gross ~ \$269K. ALL Cash/PPO Santa Rosa - New Listing! Large general & specialty practice after... Large strip mall at a corner lot. ~50% Denti-Cal & 50% PPO/Cash 2021 Grossed ~\$592K • Off Freeway-405, 2 ops. + 1 plumbed ~ Katherine L., DDS Seller retires. ~95% PPO/CASH Ideal for large corporations/ Reasonable Rent. Potential for growth Asking \$350K or best offer. government funded establishments Lake Forest, CA Close to downtown. 3 Ops. South Whittier: Potential for Real Estate Sale Upcoming Practices Starter practice with bonus of pts. We Offer Up to 100% Stockton - Practice & Real Estate Strip mall. Corner lot. Low rent Please call to inquire more details: Grossed ~ \$865K. Beautiful office. 5 equipped ops. **Practice Financing** High profit margin. Selling for a fraction of build out cost. **Dublin: Retail Center** Doctor Retires . 3 eq. ops. Practice Sales GP Practice Grosses ~ \$900K Practices Wanted: •~60% Dentical, 30% PPO > Working Capital Single standing bldg. w/parking lot Sacramento: Retail Center High production PPO/Cash Practices > Refinance/Consolidate Just renovated. Vallelo > Equipment Leasing Practices in Diamond Bar & Upland Starter practice with 6-8 ops. 2021 Grosses ~ \$330K > Real Estate Acquisitions . Doctor retires. All Cash/PPO. **Pediatric Practices Huntington Beach** Front street location. 3 eq. ops. > And So Much More! 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BAKERSFIELD #30 - (4) op comput G.P. Cash/Ins/PPO. Collect. \$525K to \$550K/yr. on a (3) day week. Digital x-rays. Seller retiring. D&M Practice Sales (818) 591.1401

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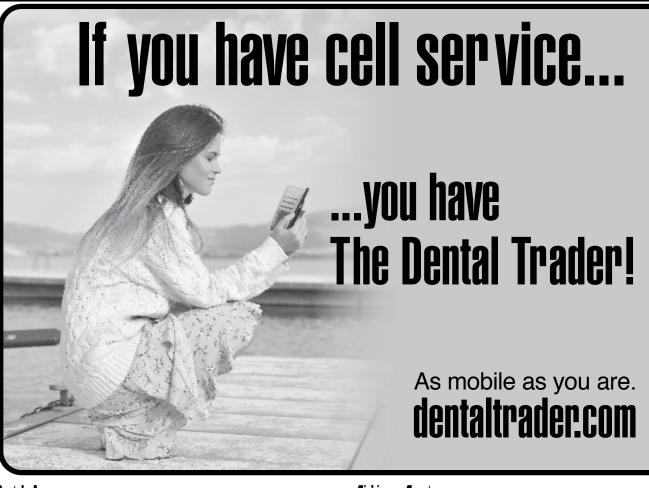


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I believe Dr. Maddox is the best lawyer! I've been working with him for more than 10 years. He is very reliable, quick and honest. I believe that he is the best in his profession because he has extensive knowledge regarding both the law and dental aspects of the transactions, which means he can understand the reality of what you are going through. He always looks out for the best interest of his clients. He will defend and protect you like no other.

#### Hendrick Gonzalez, DDS - 9/25/18

I have used Lee's advice over the last 30 years, starting with reviewing my multiple office leases, associate agreements and finally with establishing a successful partnership agreement. Lee's advice is always fair and I respect his view of creating a "win-win" formula. I have and will continue to recommend his professional advice to all my dental colleagues!

#### Ari Rosenblatt, DDS, DMD

Dr. Maddox is a consummate professional. From our first discussion, I had the feeling that he was prepared for anything. He mentioned that every transaction is unique and will have its own twists and turns. He emphasized that the sales contract will address most if not all of these unpredictable events. Our sale went sideways at the 11th hour. Lee talked me off the ledge and was able to restructure the deal (at no additional cost) and eventually closed. I would recommend Dr. Maddox's services to anyone in the position of buying or selling a practice.



# A. Lee Maddox, DDS, Esq.

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**ROSEVILLE/CITRUS HTS. AREA -** High retail and drive-by traffic 4 Op practice with 18 years Goodwill. Nice layout in ~1,600 sf professional & retail exposure building. MOGO PMS, digital x-ray, L/O cameras, and soft tissue laser. Software reports 1,300+ active patients in past 18 mo., averaged 13 NP/mo., 5 days Hyg/wk., scheduled 4 wks. in advance. Room for growth in hygiene and specialties. 2019 GR \$613K, 2021 on track to hit \$775K. Seller will assist Buyer in transition. #CA2897- Jay Harter - 916-812-0500 http:// dentalpracticetransitions.henryschein.com/listing/CA2897/

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Dentrix, Digital sensors, I/O cameras, Digital CBCT/ Pano and average age of equipment <5 years. 1,800+ active patients, 23 -25 NP/mo., with 8 to 10 Hygiene days/wk. Room for growth with specialties referred out. 2019 GR \$1.7M on a 36-hour work week and

2021 is on track to exceed \$1.75M. Seller may work back. #CA1824- Jay Harter 916-812-0500 http:// dentalpracticetransitions.henryschein.com/listing/

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Dental! C&B practice with strong hygiene program and 12-16 NP/month. Highly desirable foundation, including the opportunity to grow keeping specialty work in-house. #CA2912- Gina Miller - 707-391-7048 http://dentalpracticetransitions.henryschein.com/listing/ CA2912/

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**ROSEVILLE/CITRUS HTS. AREA -** 6 Op practice in a high-traffic retail area. Efficient layout in ~2,250 sq. ft. professional & dental office building, 13 years of Goodwill, SoftDent, digital x-ray, I/O cameras, and soft tissue lasers. Seller reports over 1,100 active patients in the past 18 months, avg. 26 NP/mo., 5 days of Hygiene per week. Room for growth with most specialties referred out. 2019 GR \$667K and 2020 GR was \$669K, all on a short 21 hour work week. Seller will work back for up to 1 year to transition. #CA2749- Jay Harter - 916-812-0500 <u>http://dentalpracticetransitions.henryschein.</u> <u>com/listing/CA2749/</u>

**ROSEVILLE/ROCKLIN AREA** - High production, high-end, 7 Op GP practice in a highly-desirable sustained growth area. Efficient layout with plenty of glass/windows for a bright & cheerful space in ~2,700 sf office suite. 32+ years of Goodwill, Dentrix, Dexis digital x-ray, I/O cameras, Pano, Planmeca CAD/CAM System, and 3 soft tissue lasers. Dentrix reports 4,100+ active pts in last 18 months, averaged 44 NP/mo., 10-12 days of Hygiene/wk. 2019 GR \$2.3M+, 2020 GR was \$2.2M+ and 2021 is projected at \$2.5M+ production. Seller may work-back and possible Lease with Purchase Option of the ~5,100 sq. ft. building with cash-flow tenant in place. #CA2770- Jay Harter - 916-812-0500 http://dentalpracticetransitions.henryschein.com/listing/ <u>CA2770/</u>

SACRAMENTO METRO ORTHO - Rare opportunity Ortho practice available for purchase in a growing and stable area. Attractive design in ~2,000 sf office space along with well-trained dental team. Privatized Consultation area with an Open Office operatory area housing 5 dental chairs including Ortho Trac by Carestream PMS, paperless practice, digital X-ray sensors, and a Digital Pan-Ceph. Historically booked out 4-6 weeks, over 12 years of Goodwill, and Seller will assist in transition and referral-base introductions. 2019 GR \$541K, and 2021 GR was \$451K on a 24 to 30 Dr.-hour work week. #CA2986-Jay Harter - 916-812-0500 <u>http://dentalpracticetransitions. henryschein.com/listing/CA2986/</u>

SAN FRANCISCO PEDO - This drop-dead beautiful office boasts 7 treatment chairs in 1,950 sq. ft. with 2019 revenues of \$953K and steady recovery since Covid shutdown. Practice Works PM S with 12 workstatis, Digital X-Ray, Digital and Nite as Sedation. Average age of equipment is possible and even our best photos don't do justice to this beautiful office and seller willing to stay on for a smooth transition! #CA2953- Jim Engel - 925-330-2207

SAN FRANCISCO - Beautiful Financial District practice with over 15 years of goodwill. 4 treatment rooms housed in 1,744 sq. ft, with Softdent PMS, Digital X-Ray, Digital Pan & IO Camera. 2019 FFS & PPO Revenue of over \$1.6M but declining since Covid shutdown. This is a Delta PPO office so no gap in revenue. Over 70 NP/mo. will drive this practice to new heights with a motivated new owner. #CA2934- Jim Engel - 925-330-2207 http://dentalpracticetransitions\_ henryschein.com/listing/CA2934/

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SAN JOSE - Beautiful West Valley practice established for over 35 years. 2019 GR of \$1.3M+ with Adjusted Net of 38%. 6 fully equipped Ops housed in 1,850 welldecorated square feet. Paperless Charts, Digital X-Ray, Digital Pan, CAD/CAM, and Diode Laser. Upscale Multi-Tenant office building near major shopping complex. Seller will stay on part-time if needed and will work towards a very smooth transition. #CA1140- Jim Engel - 925-330-2207 http://dentalpracticetransitions. henryschein.com/listing/CA1140/

SAN MATEO COUNTY - *NEW LISTING* - General practice with 33 years goodwill in highly desirable city. 3 Ops, digital x-ray, and Easy Dental PM software. This a great opportunity with plenty of room for growth in a busy retail strip. With zero advertising they get about 11 new patients per month. 2021 GR \$381K. #CA3044-Kim Ta - 408-687-5001 <u>https://dentalpracticetransitions.henryschein.com/listing/ca3044/</u>

SAN MATEO - NEWLY ADJUSTED PRICE IMPROVEMENT! This gorgeous family practice has been established for 30+ years in a densely populated, desirable location. Average \$1.4 M in GR on a 4 day work week. This turn-key practice has state-of-the-art technology, including CEREC, Digital 2D/3D Pan, Digital X-ray, iTero Scan, Microscope, Laser, I/O camera, and Paperless with Dentrix. Spacious 2,226 sq. ft. suite with 5 Large Ops, dedicated long-term staff and patients. Seller owns the stand-alone building with patient parking and will offer a lease. COVID Safety updates include negative air intake in each Op. Retiring dentist is offering a smooth transition. #CA2596- Gina Miller - 707-391-7048 http://dentalpracticetransitions. henryschein.com/listing/CA2596/

SONOMA COUNTY - NEWLY ADJUSTED PRICE IMPROVEMENT! Fabulous Family Practice serving the community with 32+ years Goodwill. Solo dentist owner with In-house specialists. 2019 GR \$2.3M+. Free-standing building 3,000 sq. ft. prime RE, highly visible located 1 hour N. of San Francisco. Averages 72 NP/mo. and 10 days of Hygiene/wk. 6 modern and high tech Ops with every amenity: Pano, Dexis Sensors, Intra-Oral cameras, Laser, and Fully Paperless utilizing Dentrix. Expansive 20 room building, updated design and built by owner dentist. RE for Sale or Lease with practice purchase. Dr. is ready to retire and work back for a smooth transition. #CA544 - Gina Miller - 707-391-7048

SONOMA COUNTY - Priced below Market Value, 3-year historical consistency- Above \$1M GR. Established location and Goodwill for over 30 years. Bread and butter practice referring specialty work out. Pre-booked-5 Days of Hygiene, digital X-rays, computerized with Softdent, and Digital Pano. Working in 4 garden view Ops, approx. 1,155 sq. ft. with an opportunity to expand and join adjacent space (previously a dental office) approx. 1,580 sq. ft., 4+ plumbed Ops. Overall rent and expenses are low. Seller owns both suites with options to lease or purchase. Priced to sell quickly. The seller is available for support and a smooth transition. #CA2790- Gina Miller - 707-391-7048 <u>http://dentalpracticetransitions.</u> henryschein.com/listing/CA2790/ **SONORA AREA -** Loyal patient base and a longterm, knowledgeable staff in this 5 Op practice in a desirable growth area. Over 74 years Goodwill in this partial-paperless practice, Carestream PMS, digital x-ray, I/O cameras, soft tissue laser, and a digital pano. 1,300+ active patients in the past 18 mo., averaged 14 NP/mo. in the past 12 mo., 8 to 10 days of Hyg/wk. Room for growth in the Hygiene and keeping Ortho in-house. 2019 GR \$825K, 2020 GR \$659K, and 2021 is projected to have a record year with production thru 7/15/2021 reported at \$720K). Building for sale w/ practice. #CA2850- Jay Harter - 916-812-0500 <u>http://</u> dentalpracticetransitions.henryschein.com/listing/ <u>CA2850/</u>

S. SACRAMENTO (GREENHAVEN) AREA -Nice producing GP practice with Associate in place to assist in growth of this ~1,581 sq. ft., 4 Op practice in a desirable socio-economic area. Over 32 years Goodwill in this paperless practice with Curve PMS, digital x-ray, I/O cameras, soft tissue laser, and a digital Pano/Cone Beam unit. Seller reports 1,200+ active patients in the past 18 mo., averaged ~10 NP/ mo. in the past 12 months, 4 days of Hyg./wk. Room for growth specialties. 2019 GR \$678K, 2020 GR was \$615K, and 2021 is has projected production over \$800K. This practice does NOT participate in Delta Premier insurance. #CA2741- Jay Harter - 916-812-0500 http://dentalpracticetransitions.henryschein. com/listing/CA2741/

VACAVILLE AREA - Highly established 3 Op practice with 4th Op plumbed but not equipped. Attractive and efficient space layout in approximately 1,086 sq. ft. in a multi-tenant professional and dental office building, 45 years of practice Goodwill, Dentrix with 5 workstations, digital x-ray, I/O cameras, electric handpieces, all in a paperless office. Seller reports over 1,260 active patients in the past 18 months, averaged 5.5 new patients per month, room for Hygiene growth, and most specialties referred out. 2019 GR \$723K and 2020 GR was \$609K. Seller will work back to assist Buyer in transition. #CA2748- Jay Harter - 916-812-0500 <u>http://dentalpracticetransitions.henryschein.</u> com/listing/CA2748/

#### **CENTRAL CALIFORNIA**

APTOS/ SANTA CRUZ PERIO - 4 Ops, 1,350 sq. ft in quaint town nestled between the redwoods and the sea. Seller retiring 27 years goodwill. Paperless, digital x-ray, digital pan, CBCT, nitrous. Averages 30 new patients per month. Real estate is also available for sale. #CA2725- Kim Ta - 408-687-5001 <u>http://</u> dentalpracticetransitions.henryschein.com/listing/ CA2725/

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**FRESNO AREA -** 6 Op Valley gem with great staff in a growing and desirable area. Over 20 years of Goodwill in a modern office space layout of ~3,200 sq. ft. Paperless with Eaglesoft, digital x-ray, I/O cameras, Trios Scanner, digital pan/ceph, and soft tissue lasers. Seller reports 2,400+ active pts. in the past 18 mo., averaged over 29 NP/mo. in past 12 months with 12 days of Hygiene/wk. 2019 GR \$1.4M+, 2020 P&L GR \$1.306M+, 2021 is projected to hit \$1.4M range again, all on a 36-hour workweek with Seller Dentist and Associate Dentist in production. Seller may consider Option to Purchase the stand-alone Building w/practice. #CA2004- Jay Harter - 916-812-0500 <u>http://dentalpracticetransitions.henryschein.com/listing/ CA2004/</u>

**GREATER MODESTO** - 7 Ops+RE in a desirable area with over 16 years Goodwill. Dentrix, digital x-ray, I/O cameras, Nomad portable x-ray unit, soft tissue laser, and a digital Pano. Dentrix reports over 1,000 active patients over the past 18 months, average of over 8 NP/mo. in the past 12 months, booked 6 months in advance. There is room for practice growth as most specialty procedures are referred out. 2019 GR \$392K, 2020 GR was \$615K, and 2021 is projected to exceed prior year's production...all on a 32-hour Dr workweek. This practice does NOT accept Delta Premier insurance. #CA2795- Jay Harter - 916-812-0500 http://dentalpracticetransitions.henryschein.com/ listing/CA2795/

SANTA CRUZ - 4 Ops in 1,250 sq. ft. located minutes from the beach! The office utilizes digital x-ray, I/O cameras, panoramic x-ray, Cerec CAD-CAM, Cone Beam CT Scan, and Dentrix PM software. A bread and butter practice with even more potential for growth because Dr. refers out many procedures. Averages 11 new patients per month, FFS and Delta PPO only. #CA2938- Kim Ta - 408-687-5001 <u>http:// dentalpracticetransitions.henryschein.com/listing/ CA2938/</u>

SANTA CRUZ COUNTY - Beautiful 4 Op practice just minutes from the beach and hiking trails. Dr. is retiring with 40 years goodwill. Highly desirable community with excellent visibility in a small commercial strip mall, free ample parking and located at one of the busiest intersections in town. 2019 GR of \$392K on a 3.5 days/wk seeing 6-8 patients per day and 5 NP/ mo. without any advertising. Office has 4 Ops, Digital Pano and X-ray, and CEREC CAD/CAM. #CA2822-Kim Ta - 408-687-5001 <u>http://dentalpracticetransitions. henryschein.com/listing/CA2822/</u>

#### **SOUTHERN CALIFORNIA**

**BAKERSFIELD** - Well-established general practice with 38 years of high-end dentistry. This practice is a feefor-service and PPO practice. Stand-alone 3,000 sq. ft. building is potentially for sale to the right buyer. 7 Adec modern operatories with Eaglesoft, Schick sensors, M11 and a Planmeca Digital Panorex unit. Doctor is highly motivated. #CA2945- Steve Caudill - 951-314-5542 <u>http://dentalpracticetransitions.henryschein.com/</u> <u>listing/CA2945/</u> **COASTAL ORANGE COUNTY** - General practice with 5 Ops, 4 equipped, large doctor's private office area, digital x-rays, digital pano, and Open Dental software. The practice has room to grow and is located in a well-established neighborhood with restaurants and shopping across street. 2021 GR \$735K. #CA2787- Kerri McCullough - 949-300-0312 http:/// dentalpracticetransitions.henryschein.com/listing/ CA2787/

HUNTINGTON BEACH - Beautiful 5 Op practice established for over 30 years. PPO fee schedule and much of specialty work is referred out so room to grow with a new owner/operator. Cone Beam, fully digital and paperless. There is also an opportunity to own the suite. This is a must-see practice with high net income in Surf City USA. GR \$900K. #CA2937- Kerri McCullough - 949-300-0312 or Ben Sapir - 310-596-0961 <u>http://dentalpracticetransitions.</u> henryschein.com/listing/CA2937/

**MONTEBELLO** - Don't miss this 3 Op practice located in a very busy strip center with great signage. Our seller is ready to retire and currently has 2 associates seeing patients data ber week. Practice utilizes Digital x-Ky in ad specialty work is being referred out, so there is room for growth keeping the endo, perio, and oral surgery in-house. #CA2786-Kerri McCullough - 949-300-0312

**NORTHEAST ORANGE COUNTY - NEW** LISTING - 7 Ops, 4 equipped, with room to grow and bring in specialists as specialty work is referred. Older, well-educated patient base, looking for quality care with 6 days of hygiene and 60 years Goodwill. The real estate is also for sale ,building is 2,200 sq. ft. and is visible from a main street corner location. Nicely appointed décor, Mid-Century, super cool vibe. Priced to sell quickly...be the first to call. #CA3013- Kerri McCullough - 949-300-0312 or Ben Sapir - 310-596-0961 <u>http://dentalpracticetransitions. henryschein.com/listing/CA3013/</u>

**ORANGE COUNTY** - Exceptional Orange County opportunity. Room for specialists with 8 plumbed Ops, 6 equipped. Located in a strip mall with lots of foot traffic. Dental technology such as digital pano, 3 digital sensors, iTero, and Bietase unit. The office is beautiful with a very state and audwelcoming patient appeal. The practice modern and clean with a true California feel. Be the first to call, Orange County strip center locations are at premium. GR \$590K. #CA2926- Kerri McCullough - 949-300-0312 or Ben Sapir - 310-596-0961 <u>http://dentalpracticetransitions.</u> henryschein.com/listing/CA2926/

**ORANGE COUNTY** - Nicely appointed 4 Op practice located on a main street in one of the most highly sought-after cities in Orange County. The building has easy to find, free parking with great freeway access. This practice keeps many higher-end procedures such as implants in-house. There is plenty of room and opportunity to increase the hygiene schedule. Dr. is generating a very strong income on only 3 doctor days per week. There is tremendous room for growth keeping endo, pedo, ortho, and perio in-house. The practice has been established for over 34 years and has a digital pano. This is a mostly FFS/ Cash practice with 2 days of hygiene per week. Our retiring seller does no marketing, and most patients are referrals from other happy patients via website. GR \$742K. #CA2704- Kerri McCullough - 949-300-0312 http://dentalpracticetransitions.henryschein. com/listing/CA2704

PALMDALE/LANCASTER - Beautiful 7 Op office in a fast-growing community with many new businesses including the aerospace industry moving to this area. The practice has a wonderful reputation in the area and is paperless with Dentrix PMS and digital x-rays, with 8 days of hyg./week and a dedicated staff. Room to grow by adding specialty procedures that are currently referred out. GR \$1.1M. #CA2612- Kerri McCullough - 949-300-0312 http://dentalpracticetransitions.henryschein.com/listing/CA2612/

SAN BERNARDINO - Established 33 years, 6 Ops, redevelopment area, estimated \$968K collection for 2021. Cash, Medi-Cal, HMO, blue collar area, busy office with on-site parking. Seller will sell building, has two lease tenants adjacent to practice with short-term leases. Room to expand and provide specialty services. #CA2843- Steve Caudill - 951-314-5542 http://dentalpracticetransitions.henryschein.com/listing/CA2843/

SANTA CLARITA VALLEY - *NEW LISTING* -This practice is the dream with 6 Ops and great cash flow. Seller is willing to work back 1-2 days per week. Beautifully appointed décor and 3D CT Scan, iTero, and fully digital with 4 sensors. Long-term staff with 8 days of hygiene. This practice is PPO and FFS and been established for over 28 years. The practice overhead is only 72.7% and the practice collections for 2021 were over \$2.3M. #CA2992- Kerri McCullough - 949-300-0312 or Ben Sapir 310-596-0961 <u>http://</u> dentalpracticetransitions.henryschein.com/listing/ <u>CA2992/</u>

**SOUTH ORANGE COUNTY** - Beautiful coastal practice with 3 Ops within walking distance to the beach. Come to paradise and enjoy the ultimate California lifestyle. The practice is nicely appointed with Open Dental and digital x-rays in-use. Retiring seller has been established for 32 years with hygiene booked 6 months in advance. The seller refers endo, oral surgery, perio, and implant placement to specialists. The seller works 3 days per week, so there is room to grow for a F/T owner. GR \$500K. #CA2948- Kerri McCullough - 949-300-0312 or Ben Sapir 310-596-0961 <u>http://dentalpracticetransitions.henryschein.com/listing/CA2948/</u>

**TORRANCE** - Shopping center location with 3 Ops and room for a 4th. Practice utilizes Dentrix and Dexis digital sensors. Seller refers out most specialty work and this practice has low overhead and high net. This practice is located in the highly desired South Bay with less than 5 miles to the beautiful beaches of southern California. Long established practice in the same neighborhood for over 30 years. This practice is 60% PPO and 30% cash patients. #CA2815- Kerri McCullough - 949-300-0312 <u>http:// dentalpracticetransitions.henryschein.com/listing/ CA2815/</u>

**TORRANCE** - General Dentistry practice with 3 Ops and older equipment in nice shape. Great location near hospital on a busy, main road. This practice is ready to take to the next level, adding technology of your choosing! Our seller is ready to retire leaving a legacy of 34 years of caring for patients in the area. 2021 Gross Receipts of \$263K with low expenses. The practice has room to grow with marketing and adding specialty procedures that are currently referred out. Priced to sell! #CA2807- Jaci Hardison 714-318-4911 <u>http://dentalpracticetransitions.henryschein.</u> com/listing/CA2807/

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WHITTIER - *NEW LISTING* - Amazing general practice with great visibility and signage. Located on a main street in Whittier. The 1,400 sq ft office has 3 equipped Ops, and 1 add'l plumbed with 30+ years of goodwill. The office has digital xrays/pano, Dentrix and EZlase laser. 2021 GR of \$683K on 3 doctor days per week! Dr. is ready to retire and work back for a smooth transition. This is an amazing opportunity to purchase a well-performing practice with huge growth potential in a wonderful community! #2788 - Ben Sapir 310-596-0961 <u>https://dentalpracticetransitions.henryschein.com/listing/ca2788/</u>

#### SAN DIEGO

**CARDIFF-BY-THE-SEA** - *NEW LISTING* -Location, location, location! Have you always dreamed of owning a practice just blocks from the beach? Located in the charming, coastal town of Cardiff, this legacy practice is a mainstay and has been in business for over 60 years. Office has 4 closed door treatment rooms in a 960 sq. ft space. Look no further, this well-established practice has a strong foundation, including the opportunity to grow revenue stream by bringing specialty work in-house. #CA2988 Christy Conway - 619-889-6492 <u>http://</u> dentalpracticetransitions.henryschein.com/listing/ CA2988

**CARLSBAD** - Beautiful General Practice with 5 treatment rooms including one closed door surgery op. Modern office design, located in a medical building in a suburban, growing area. Digital PAN, Digital Sensor, soft tissue laser, and I/O cameras in a 2,418 sq. ft. space with free, ample parking. Dentrix software, paperless with workstations in every Op. Averages 30 NP/mo. The practice has room to grow with marketing and adding specialty procedures that are currently referred out. #CA2933- Christy Conway - 619-889-6492 <u>http://dentalpracticetransitions.henryschein.com/listing/CA2933</u>

EL CAJON - Highly productive 4 Op practice. Practice features modern facility and equipment, digital X-Rays, I/O cameras, Easy Dental System, computerized in all Ops. Seller does Bread and Butter dentistry and refers out most specialty services. Parking is free. Excellent Opportunity to acquire a solid practice primed for future growth. #CA2975- Christy Conway - 619-889-6492 <u>http://</u> dentalpracticetransitions.henryschein.com/listing/ CA2975

**ENCINITAS** - General Practice located in the highly desirable area of Encinitas in a strip mall, retail space. Office has 5 bright Ops, 4 of which are surrounded by floor to ceiling windows and one closed door surgical op. Digital PAN, Digital Sensor, soft tissue laser, in a 2,177 sq. ft. space. Dentrix software, paperless with workstations in every Op. Averages 25 new patients per month. Room for growth with most specialties referred out. #CA2935- Christy Conway - 619-889-6492 <a href="http://dentalpracticetransitions.henryschein.com/listing/CA2935">http://dentalpracticetransitions.henryschein.com/listing/CA2935</a>

**ESCONDIDO** - This is a practice you won't want to miss. 6 Ops, High Producing, High Collecting, CBCT, Digital Scanner, Surgical Microscope, Laser, Dentrix. 2,105 sq ft., modern office, spacious and bright. Mixed use building with ample, free parking. Located in Escondido off a main thoroughfare. Refers out Ortho, Pedo, Perio and some Endo. #CA2946- Christy Conway - 619-889-6492 <u>http://</u> dentalpracticetransitions.henryschein.com/listing/ CA2946 **ESCONDIDO -** *NEW LISTING* - Dental Real Estate for purchase with 5 fully equipped Ops. Unique opportunity to own a 2,200 sq. ft. Craftsman stand-alone building. Two of the Ops have brand new equipment! Located on a corner lot on a busy, four-lane street with private, gated parking. Recently renovated with a bright and spacious floor plan, new flooring, and paint. This won't last long! #CA3031- Christy Conway - 619-889-6492 http://dentalpracticetransitions.henryschein.com/listing/CA3031

N. SAN DIEGO COUNTY - Solid 4 Op, GP in a highly desirable location within a busy strip mall. Adjacent to a busy intersection between 2 major streets. Practice operates with Dentrix and is fully digital. Clean and modern with an excellent layout. Consistent year to year production/collections. This won't last long. #CA2961 - Christy Conway - 619-889-6492 http:// dentalpracticetransitions.henryschein.com/listing/ CA2961

N. SAN DIEGO COUNTY - Modern facility with 6 Ops in Poway on a busy, main road. Medical bldg. location with free parking. Computerized throughout with Dentrix and Dexis Digital X-ray, CBCT, soft issue laser, and I/O Cameras. Look no further, this Practice has a solid foundation, including the opportunity to grow revenue stream by bringing specialty work inhouse. #CA2932- Christy Conway - 619-889-6492 http://dentalpracticetransitions.henryschein.com/listing/CA2932

N. SAN DIEGO COUNTY INLAND FACILITY ONLY- Current dental office is in an excellent location with solid anchor retail stores in a busy shopping center. 2,400 Sq/Ft unit. 5 Ops plumbed 4 equipped, plus a 4-Chair Ortho Bay. Excellent space for either a GP looking to expand or a Specialist needing a 2nd location. Don't miss this opportunity. #CA2840- Christy Conway - 619-889-6492 <u>http://dentalpracticetransitions.</u> henryschein.com/listing/CA2840

SAN DIEGO - Beautiful practice for sale in a highly desirable and affluent community. Office has 4 Ops, CEREC, CBCT, Digital X-Ray, CariVu, soft tissue laser, and IO cameras in a 1,500 sq. ft. space. Dentrix Ascend cloud-based software, paperless with workstations in every Op. Room for growth with most specialties referred out #CA2896- Christy Conway - 619-889-6492 <u>http://dentalpracticetransitions.henryschein.com/listing/CA2896</u>

SAN DIEGO - *NEW LISTING* - Long established GP practice plumbed for 6 Ops, with 4 equipped and primed for production. This attractive and recently updated 1,898 sq ft office includes SoftDent software, Digital PAN, 2 Microscopes, soft tissue laser, electric handpieces and I/O Camera. Many procedures are referred out of the practice leaving plenty of room for additional hours and dentistry. #CA3005- Christy Conway - 619-889-6492 http://dentalpracticetransitions.henryschein.com/listing/CA3005

SCRIPPS RANCH – NEW LISTING - Beautiful General Practice located in the highly desirable area of Scripps Ranch in a busy strip mall, retail space. Bright, spacious office has 5 Ops with 3 equipped. 2 Adec Ops and 1 Sirona Intego Treatment Center. CEREC, CBCT, Dexis, soft tissue laser, Rotary Endo Equipment, Implant Motor, intra-oral camera, and more in a 1,970 sq. ft. space. Room for growth with most specialties referred out. This practice has everything you need and will not last long! #CA3054 - Christy Conway - 619-889-6492 <u>https://dentalpracticetransitions.henryschein.com/ listing/ca3054</u>

#### **OUTSIDE OF CALIFORNIA**

**PORTLAND, OREGON** - Great location and visibility on a major Portland thoroughfare. 20 years of goodwill, in a Professional building. Office is sparkling clean, turn-key, and ready for a new buyer. Seller will assist with transition. 4 Ops with 1 add'l plumbed, currently used as storage. Dentrix, Cliniview, Panoramic X-ray, Laser, Digital X-rays, and I/O camera. GR \$646K in 2019 with 50% Medicaid. #OR2757- Jessica Burbon - 503-332-6462 http://dentalpracticetransitions.henryschein.com/listing/OR2757/

SEATTLE ORTHO/PEDO - High-end neighborhood of Seattle, in 2,240 sq. ft with 1 private, 1 semi-private and 2 open bay chairs. (would be considered by a bank to be a modified start-up). Equipment is from 2014 and is in great condition and seller will stay on (long term or short term). As of 9/21: Practice Collected \$346K. #WA2863 Jessica Burbon - 503-332-6462 http://dentalpracticetransitions.henryschein.com/listing/WA2863/

**SEATTLE SUBURB ORTHO/PEDO** - Seller seeks motivated, energetic and entrepreneurial buyer who wants to take this practice and GROW! (Seller is open to bringing on an Associate, partner or a long-term work back). Built out in 2014 with top-of-the line equipment, Paperless with Dentrix, and professionally designed. 2,915 sq. ft. with 4 open bay chairs, 1 surgical suite and 3 private Ops. Modified start-up. #WA2862- Jessica Burbon- 503-332-6462 http://dentalpracticetransitions.henryschein.com/listing/WA2862/

**SOUTHERN OREGON** - Beautiful and turn-key office features all the bells and whistles. Located in a desirable area of Southern Oregon with 5 Ops, Paperless, EagleSoft, CEREC, Laser, and much more. Doctor is available to stay on for a mutually agreed upon transition prior if buyer desires. 2020 Collections \$1.5M. #OR2688- Jessica Burbon - 503-332-6462 http://dentalpracticetransitions.henryschein.com/listing/OR2688/

SALEM - NEW LISTING - Turnkey and spacious Ortho Practice. Could be converted to specialty or remain as Ortho. 5 Ops with 1 add'1 plumbed and ready. New flooring, beautiful setting, high visibility location surrounded by other GP referral sources. Close to downtown, hospital, and businesses. Doctor works 1 day per week. Greatly reduced price for quick sale. #OR3043- Jessica Burbon - 503-332-6462 https://dentalpracticetransitions.henryschein.com/ listing/OR3043

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### Periklis Proussaefs DDS, MS

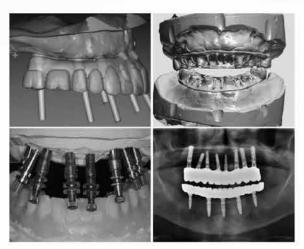
Dr. Proussaefs is a prosthodontist and Associate Professor at Loma Linda University. He is the founder of the California Institute of Dental Education. He has published over 55 peer-reviewed articles related to implant and prosthetic dentistry. Dr Proussaefs has been editorial board member in several scientific journals with high impact factor.

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#### Periklis Proussaefs DDS, MS

is a prosthodontist and Associate Professor at Loma Linda University. Dr. Proussaefs has received formal training in all forms of sedation since 1997. He has been providing dental care under I.V. (moderate) or oral (minimal) sedation. His seminars focus on patient safety, airway management, monitoring, and handling emergencies. The course involves lecturing, hands-on training on a manikin, and real patient experience.

"Dear Dr. Periklis Proussaefs, Thank you for the wonderful course. I was doing conscious sedation for many years and took several renewal courses. Yours was indubitably the best. Very informative. Extremely to the point. Clear and very captivating. I learned a lot this Sunday and started work on Monday refreshed, energetic, and eager to use all my new knowledge. I strongly recommend this course to doctors who are willing to introduce sedation to their practice or the ones who need renewal. Thank you."

-Anna Durkin DDS, general dentist, San Marcos, CA

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July 16, 23 & 24, 2022 (Certification course)

NEW: July 24, 2022 zoom (Oral Sedation Recertification) (()

> July 23 - 24, 2022 (I.V. Recertification)

> > 25 CE Hour Credit

# Course Fee: \$2,300

\$765 per staff member

(Staff member participation encouraged.)

\$965: Recertification oral sedation dentistry doctor

\$1,250: Recertification conscious sedation doctor





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#### **BAY AREA**

AC-1333 SAN FRANCISCO: Established 15 years - SELLER RETIRING! Easy DC-1260 FREMONT: ~ 1,740 sf w/3 fully equipped ops. Plumbed for 3 add'l. Single Access from GGB. 4 fully equipped ops. Amazing Location! \$900k

AG-993 SF WEST PORTAL AREA: Seller highly motivated - Wants to sell quickly! Awesome storefront location. ~1,000 sf w/3 Ops. A steal at \$128k!

AG-1135 SAN FRANCISCO: Practice cash-flow ~\$240k in 2021, great opportunity at \$395k! ~967 sf w/3 Ops. Plumbed for 1 add'l. \$395k - Real Estate Also Available

AG-1350 SAN FRANCISCO: Practice is committed to cosmetics as well as preserving overall, long-term dental health. ~1,932 sf w/5 Ops. \$1.2M

AN-1190 SAN FRANCISCO: Near Union Square. Historic Landmark. 1,275 sf w/ 4 Ops + 1 Hyg Op. Collecting over \$623k. \$425k - Real Estate Also Available

AN-1326 SAN FRANCISCO: Producing \$1M+ even during Covid! 1067 sf w/ 5 ops **REDUCED! \$495k - Real Estate Also Available** 

BC-1347 EL CERRITO: Est. 20+ years, Seller retiring. State of the art, high tech office. 1,502 sf w/4 ops in dental prof bldg \$600k

BC-1382 HAYWARD: 2-story Prof. Bldg on busy corridor in desirable area. 2,602 sf w/6 Ops & plumbed for 1 add'l \$95k

BC-1385 ANTIOCH: Paperless, state of the art equipment, Dentrix software. Expertly located near popular mall. 1,300 sf w/4 fully equipped ops \$450k

BC-1386 HAYWARD (Facility): Beautiful updated office near bustling downtown. 1,500 sf w/5 ops \$150k

BC-1392 ALBANY: Priced for Immediate Sale! 1,496 sf w/ 5 Ops within walking distance of BART \$399k

BG-1363 ANTIOCH: Practice historically collects over \$500k annually. ~1,323 sf w/4 Ops \$150k - Real Estate Also Available

BN-1360 BERKELEY: Unique situation w/ shared staff & equipment. A great opportunity for any dentist! ~1,700 sf w/ 6 Ops. \$695k

BN-1372 SAN RAMON Facility: Amazing Location at corner of 2 major thoroughfares with easy access to 680 freeway. 623 sf w/ 2 OPs \$95k

CC-1262 SANTA ROSA: Live & Practice in one of Nor Cal's most beautiful landscapes. 1000 sf w/3 ops \$270k - REAL ESTATE ALSO AVAILABLE!

CC-1302 SONOMA COUNTY: Quality, family-oriented practice w/highly trained office staff. 1900 sf w/4 ops \$270k - Real Estate Also Available

CC-1387 PETALUMA: Stream-lined, well managed office w/state of the art technology including CEREC. Stunning views & just a few blocks from downtown. 2,010 sf w/6 ops & plumbed for 2 add'l \$599k

CC-1388 SANTA ROSA: Established 25+ years in enviable location w/stellar reputation! 1,000 sf w/3 fully equipped ops \$250k

CC-1389 SANTA ROSA: Premier Cosmetic & Restorative Practice. Fullyremodeled, modern, free-standing building. 1,800 sf w/5 ops \$799K

CN-911 SANTA ROSA: Well-established & priced for immediate sale! 2,250 sf w/4 ops + 1 add'l. Seller Motivated \$325k

CN-1308 NOVATO: Seller Motivated, Transition Period Available, Flexible Terms. 1,200 sf w/5 ops \$300k - Real Estate Also Available!

& keeping specialties in-house! ~1,700 sf w/4 ops \$350k

#### **BAY AREA CONTINUED**

story Medical/Professional complex \$399.999

DC-1352 PALO ALTO Facility: Perfect for a Specialist! Benefit of General Dentist in adjoining suite for built-in referral base! 1102 sf w/ 4 fully equipped ops! ONLY \$85k

DG-1141 SAN JOSE: Top-of-line, state-of-art equipment. Practice collected over \$1.3M in 2021! ~1,450 sf w/5 Ops. \$845k

DG-1251 HOLLISTER: All reasonable offers will be considered - Needs to sell within 30 days! ~1.218 sf w/3 Ops. Seller Motivated \$98k

DG-1289 WATSONVILLE: Located at intersection, near large Retail Shopping Center w/ major anchor tenant. ~2,700 sf w/6 Ops. \$325k

DG-1351 NEWARK: Perfectly situated at a busy intersection w/ high traffic flow. ~1,350 sf w/3 Ops + 2 add'l. \$348k

DG-1356 HOLLISTER: Practice boasts a healthy patient base and amazingly strong hygiene dept. ~1,500 sf w/5 Ops. \$595k

DG-1365 FREMONT: Seller highly motivated, needs to sell within 30 days! ~1,500 sf w/3 Ops + 2 add'l Reduced \$150k

DG-1366 MONTEREY: Established 50+ yrs. Excellent visibility on busy thoroughfare. ~1,200 sf w/4 Ops. \$385k

DG-1369 HALF MOON BAY: One of the most high-tech "gadget" offices that we have ever seen! ~2,480 sf w/4 Ops. \$688k - Real Estate Also Available

DG-1371 SAN JOSE: Excellent location in desirable neighborhood w/ strong patient base. ~1,030 sf w/3 Ops. \$425k

DG-1373 FREMONT: Located on the corner of 2 major thoroughfares in popular Retail Shopping Center. ~1,800 sf w/4 Ops. \$498k

DG-1384 SAN JOSE: Established for over 35 years - streamlined office for maximum efficiency. ~2,400 sf w/6 Ops + 1 add'l. \$575k

DN-1031 CUPERTINO: This remarkable practice awaits your talent & skill! 1500 sf w 3 ops + 1 add'l. Reduced \$995k

DN-1243 SAN JOSE: Located in popular Retail Shopping Center on the corner of 2 major thoroughfares. ~2,204 sf w/4 Ops + 2 add'l. \$525k

DN-1293 SANTA CRUZ: Practice priced to sell - Seller Ready to Retire! ~2,347sf w/5 Ops. Reduced \$895k

DN-1310 WATSONVILLE: Desirable, bustling, well-established neighborhood. ~1,800sf w/4 Ops + 1 add'l. \$315k

DN-1342 SAN JOSE: Well-respected & established practice w/loyal patient base in a desirable neighborhood! ~1,455 sf w/3 Ops + 1 add'l. \$150k

DN-1345 CASTRO VALLEY: Streamlined office, Vibrant neighborhood. 2,400 sf w/4 fully equipped ops. Plumbed for 1 add'l \$450k - Real Estate Also Available

#### NORTHERN CALIFORNIA

EG-1202 AUBURN: All reasonable offers will be considered! Priced at only 54% of collections! ~1,000 sf w/3 Ops. Reduced \$225k

CN-1331 PETALUMA: Opportunity for significant growth by maximizing workweek EG-1279 SACRAMENTO: Reduced Price! Seller is having health issues, needs to sell in 30 days. ~1,200 sf w/4 Ops Reduced \$195k







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Edmond P. Cahill, JD

#### NORTHERN CALIFORNIA CONTINUED

EG-1320 RANCHO CORDOVA: Great Merger Candidate – Practice normally collects \$400k annually! ~1,100 sf w/4 Ops. Seller Motivated \$75k

EG-1340 SACRAMENTO: Located in A popular, busy, single-story Retail Shopping Plaza. ~1,500 sf w/3 Ops. Reduced \$159k

EG-1374 ROCKLIN: Attractive, popular Retail Shopping Plaza in a prime location. ~1,450 sf w/4 Ops. **\$150k** 

EN-1204 CITRUS HEIGHTS: 2021 Gross Revenues exceeded \$1.3M – equipped w/ state-of-the-art technology. ~ 2,072 sf w/ 5 Ops. **\$875k** 

EN-1278 CITRUS HEIGHTS: Close proximity to popular mall and numerous amenities. ~1,875 sf w/5 Ops + 1 add'l. **\$705k** 

EN-1329 ROSEVILLE: Practice collected over \$1.18M in 2021. ~2,570sf w/ 3-4 Ops. \$750k - Real Estate Also Available

EN-1335 ELK GROVE: Location! This well-appointed, digitally equipped office occupies ~1,450 sf w/ 3 OPs + 1 add'l. \$130k/ Real Estate: \$485k

EN-1379 YOLO CO. AREA Facility: Located on a busy intersection in desirable neighborhood. ~1,100 sf w/5 Ops. **\$125k** 

<u>FC-1315 FORT BRAGG:</u> Fully Equipped dental office with adjoining suite available as rental income **\$499k includes real estate** 

FG-1086 UKIAH: In 2021 Doctor worked ~ 130 days and the practice collected just over \$780k! ~1200sf w/4 Ops. \$390k - Possibility to Own Real Estate

FG-1171 NORTHERN CA COASTAL TOWN: Practice is on track to collect >\$2.8M in 2021! Possibility to own building! ~3,900 sf w/8 Ops. \$1.8M

FN-1295 EUREKA: Thrives on word-of-mouth referrals & phenomenal patient reviews! >\$ 1.1M in 2021! ~1,300 sf w/4 Ops + 1add'l. **\$395k - Real Estate Also** Available

GN-1240 REDDING: Practice collected >\$770k on a 3-day workweek in 2021! ~1.800sf w/5 Ops + 1 add'l. \$495k - Real Estate Also Available

<u>GN-1296 YUBA CITY:</u> Successful family practice w/real estate in growing Yuba City community! 1,841 sf w/4 ops **\$425k / Real Estate \$380k** 

<u>GN-1357 OROVILLE:</u> Established for 50+ years. Collections over \$864k in 2021. 2,400 sf w/6 Ops & plumbed for 1 add'l **\$495k – Real Estate Also Available** 

GN-1348 CHICO: Come live, play and practice here and be the envy of your friends and family! 3,500 sf w/ 7 ops. **\$695k** 

HG-934 GRASS VALLEY: Seller Motivated! Priced at 42% of collections! ~1200 sf w/3 Ops. \$145k - Real Estate Also Available\_

HG-1146 TRUCKEE: Practice collected ~ \$600k in 2021, this Truckee practice is a steal! ~1,700 sf w/4 Ops. Amazing Price: \$335k

HG-1341 GRASS VALLEY: Seller will consider all reasonable offers – Practice priced at 50% of 2021 collections. ~1,030 sf w/3 Ops. Reduced \$195k

HN-1277 SIERRA FOOTHILLS: Solo/Group Setting. Est. 37 yrs. w/large, stable patient base & seasoned staff. ~3,000 sf w/7 ops. Reduced! \$390k

**CENTRAL VALLEY & SOUTHERN CALIFORNIA** 

IG-1265 STOCKTON: Normal collections are usually > \$700k annually. ~1,106 sf w/3 Ops. Reduced \$428k – Own Your Own Condo Unit!

IN-1338 MERCED AREA: Sink your roots into this well-established practice with a stable, loyal patient base! ~ 1,300sf w/ 3 ops. **\$199k** 

**IN-1349 LODI:** Practice & Real Estate in highly desirable professional corridor. 1,500 sf w/3 ops. Plumbed for 1 add'l **Practice: \$335k / Real Estate: \$395k** 

IN-1353 STOCKTON: Unique 1/3 Partnership Opportunity w/ a reputation for delivering beautiful smiles! 4,700 sf w/ 10 ops + 3 add'l. \$215k

<u>JC-811 FRESNO COUNTY:</u> Seller willing to consider Associateship for qualified DDS w. intention to Buy In! Considerable Goodwill in Community! 3,000 sf w/6 ops \$275k – REAL ESTATE ALSO AVAILABLE!

<u>JN-1375 FRESNO:</u> Attractive, single-story professional building complex w/ ample parking on desirable corridor. ~1,200 sf w/5 Ops. **Call for Details** 

KG-1391 SANTA MARIA: Located on busy corridor in desirable neighborhood w/ excellent visibility and easy freeway accessibility. ~1,300 sf w/4 Ops. \$325k

#### SPECIALTY PRACTICES

BG-1361 UNION CITY Ortho: This Ortho practice's annual cash flow profitability is ~\$334k on a 24-hr workweek! ~890 sf w/3 Chairs. **\$375k** 

<u>CC-1330 VACAVILLE Endo:</u> Seller retiring after 25 years! Stellar Reputation. 2,565 sf w/ 5 ops. Plumbed for 1 add'I **\$350k – Real Estate Also Available** 

DG-1324 SUNNYVALE Perio: Located in highly desirable Silicon Valley, quality Perio practice w/ excellent visibility. ~900 sf w/3 Ops. \$495k

DG-1377 FREMONT Oral Surgery: Located on busy intersection on 2 major thoroughfares – attractive Professional complex. ~2,221 sf w/4 Ops. **\$195k** 

DN-1355 SAN MATEO Perio: Est 1961. Stellar Reputation & State-of-the-art Office. 1,500 sf w/4 fully equipped Ops **\$450k** 

<u>GN-1370 NORTH SACRAMENTO VALLEY Ortho:</u> Close to elementary, Junior High & High School! 2100 sf w/ 6 chairs/Bays **\$415k** 

GN-1378 NORTH SACRAMENTO VALLEY Perio: Collected over \$1.465M in 2021! 3070 sf w/ 5 Ops. Plumbed for 1 add'I \$695k

IG-1318 MODESTO Perio: Practice on track to collect \$1.5M in 2021 on a 4-day workweek! ~3,239 sf w/4 Ops. \$600k – Real Estate Also Available

IN-1359 AMADOR COUNTY Endo: Robust referral base in the professional community! ~2,000 sf w/2 Ops. \$150k – Real Estate Also Available



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Mona Chang, DDS John M. (

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### NORTHERN CALIFORNIA PRACTICE OPPORTUNITIES:

#### - ALAMEDA COUNTY -

**ALAMEDA** - Boutique practice w/ upgraded equipment. Associate with Intent to own opportunity. Rev \$775K

**TRI VALLEY AREA** - Periodontal office looking for Associate with "Intent to Own." Become the owner, timeline is negotiable.

**TRI VALLEY AREA** - 5 op Perio Office. Long standing office with great referral base. Rev \$1.1M

**OAKLAND** – Scenic views of downtown and SF from this high rise corner office. 3 equipped ops with a 4th ready to go. Just built 3 years ago with brand new equipment. Rev. \$390K

#### - AMADOR COUNTY -

**GOLD COUNTRY** – ORAL SURGERY 3 Op practice. Nicely styled office with great referral base.

#### - CONTRA COSTA COUNTY -

**HISTORIC AREA** – Wonderful office, beautiful interior in a great area, close to water and views. Rev. \$1.3M

#### - EL DORADO COUNTY -

**CAMERON PARK/EL DORADO HILLS**– Great 5 Op, multigenerational practice, well run, lots of opportunity Rev \$710K

#### - FRESNO COUNTY -

**GREATER FRESNO AREA** - 5 op GP office good opportunity in a growing practice with less local competition, Revenue \$1.2M

#### - MONTEREY COUNTY -

**COASTAL** - Tremendous growth happening in this practice and city. 8 Ops, all the technology you need. Rev. \$1.0M

#### - NEVADA COUNTY -

**GRASS VALLEY** - Nice, well run small office. Great location to own your own building. Building is also for sale. Rev \$320K

#### - PLACER COUNTY -

**ROCKLIN** - 6 op practice in growing community. Rev \$517K **ROSEVILLE** - Well designed newer 5 op office, built and equipped in 2014. Lots of space and GROWING patient base. Rev \$650K

#### - PLUMAS COUNTY -

**PORTOLA** – VERY MOTIVATED SELLER. Only private GP practice in town, 5 Ops ADEC equipment & the free standing building – great layout, well designed, no competition. Ease back in a great setting close to 7 golf courses, close to Tahoe, hiking, fishing. Live in Reno and an easy commute. \$400,000 for the practice and building. (Willing to negotiate.)

#### - SAN JOAQUIN COUNTY -

**STOCKTON AREA** - Beautiful office and a tremendous opportunity. Long-established, growing 6 op office. You will be impressed. Rev \$1.5M

#### - SACRAMENTO COUNTY -

SACRAMENTO – 4 Ops, great patients, great care. Rev. \$800K ROSEVILLE / CITRUS HEIGHTS - MOTIVATED SELLER. 4 OP, long standing practice. Grow in a growing area. Revenue: \$490K CARMICHAEL– Nice 4 op GP practice, good location. Rev \$400K SACRAMENTO – Nice 4 OP GP practice. Excellent staff, well kept, space for sale with practice. Revenue \$540K

#### - SOLANO COUNTY -

**VACAVILLE** – Big practice, great location with space for sale. Multi-generational patient base with this 8 op practice (7 equipped) Rev. \$1M.

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- When can I retire?
- Who can I trust to help me with this process?
- How much is my practice worth?

- Should I sell now or wait another 2-3 years?
- How do I find the right buyer?
- Should I consider selling to a DSO?

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### NORTHERN CALIFORNIA PRACTICE OPPORTUNITIES:

#### - SONOMA COUNTY -

SANTA ROSA - Beautiful 4 op practice. Gorgeous views from every room. Wonderfully styled, great equipment. Rev \$1M SANTA ROSA - 4 Ops. All "Fee For Service" with everything you would need & want. Excellent equipment, location & office styling. Can accommodate 4 more rooms to total 8. Rev \$1.4M

#### - STANISLAUS COUNTY -

**MODESTO** - Awesome 4 OP high producing office with room to expand. Turn-Key Opportunity. Revenue \$900K

#### - TEHAMA COUNTY -

**RED BLUFF** - 4 op practice with free standing building for sale. Can generate great income with little to no stress. Rev: \$720K

#### - YOLO COUNTY -

**DAVIS AREA** - Excellent 4 op office opportunity. Great patient base that is growing very well. Get out of the traffic, away from competition right on top of you, produce great income & a great life. \$1.4 million revenue

### **NEVADA PRACTICE OPPORTUNITIES:**

MINDEN / GARDNERVILLE – 4 Op GP office with real estate available. Great active patient count, growing area, and great care provided. Well styled office – good opportunity. Rev. \$820K

## ASSOCIATE OPPORTUNITIES:

#### - ALAMEDA COUNTY -

**SAN LEANDRO** – Full time endodontist associate wanted. Exceptional compensation, guaranteed rate and room for growth

#### - PLACER COUNTY -

ROSEVILLE - Good opportunity for associate. 5 ops. Rev \$1.0M

#### - SACRAMENTO COUNTY -

**GREATER SACRAMENTO AREA** - Full or Part Time Endodontist position available. Practice offers the latest technology, including CBCT, and a strong referral base. PPO and FFS. Experienced candidate preferred. Excellent compensation.

#### - SAN MATEO COUNTY -

**DALY CITY** - Full time Pediatric position available. Well-established family group practice that also offers Adult General, Periodontics, and Orthodontics. Pediatric area has 4 fully furnished ops with digital x-ray. Huge opportunity for growth and buy-in potential. Attractive compensation with incentives.

#### - SOLANO COUNTY -

**VACAVILLE** - Associate Opportunity in very nicely designed 5 op practice. Ownership opportunity as well.

#### - SONOMA COUNTY -

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### Featured Practice Beverly Hills - \$3,000,000

This is your dream practice, Make over \$1M a year. Eaglesoft, Schick, Trios, CBCT, Microscope, Trios. Seller will teach you his special marketing secrets. This office has great view and hosts most specialties in-house.

West Covina: 35 year practice, fully digital in a retail strip center. Lots of activity, great parking room to grow. Sold Sold Sold

Orange County: Want to be next to Starbucks and McDonalds with great parking and an awesome office? This is the location. Its a great 4 op office with Eaglesoft/Schick and Cerec room for CBCT. Ground floor retail. Ready for sale now. Price reduced.

Valley Village: Well designed office in a great area of North Hollywood, located in a retail center with active business neighbors. 3 treatment rooms and digital sensors. Opportunity and Location.

Calabasas: Incredible upscale office with more than 2200 sqft. 5 Ops and with room for expansion to at least 7. Great private office. Newer equipment in modern building. Dentrix and Dexis. Just under \$900k in collections. Ground floor, and street signage gives you a great marketing boost. No L.A. City TAX.

West Hollywood: 3 treatment rooms, \$1.2M in collections, lots of foot trafic at RETAIL CENTER. Located on Sunset Blvd., street exposure with great signage. This upscale office is digital and is associate run.

Westchester: 3ops collections Tracking over \$200K on busy street, digital sensors and Open Dental. Great views

North Hollywood: 2300 sq ft building for sale on 5300 sqft lot 9 ops room for more. Great parking with practice. Sold Sold SOLD

Westlake Village: Real estate included. Perfect size 2300 sqft office with six well equipped treatment rooms. Fully digital CBCT(3D), Cerec, and many more high tech items, well respected, well rounded Dentist in this Georgios office. Over \$1.1M in collections. Adec and Midmark equipment.

**Porter Ranch:** Over 3000 sq ft of perfect office, you cant build this office for what you will pay. Over \$900K in collections. Adec equipment in a mixture of private and double entry treatment rooms. CadCam, digital, CBCT and more. Don't Snooze on this one.

Calabasas: 4 Treatment rooms in a newly renovated office, 3 equipped., Street exposure, tons of free parking. Close to food and much more. Open Dental, Dexis, Pano, NO L.A. city TAX. Electric hand piece, dual monitors and more.

West Hills: Ortho Office - Spacious, elegant office with great views. 5 treatment areas, two enclosed rooms, digital pan and Eaglesoft over \$350K on 1 day a week.

Long Beach: 5 op's in stand alone building, room for more, over 2000 sq feet. All digital over 30 years and great rent, with high visibility.

Santa Clarita: 4 ops room for more fully digital in retail strip center. Easy dental software. Over 30 years at this location. Sold Sold

Marina Del Rey: 3 treatment rooms in upscale office with large private office in great building and great location. Eaglesoft software and great views

Canoga Park: Includes Real Estate \*\*\* 3 ops with room for expansion. Fully digital, lots of parking, On bust street with great visibility. Sold

#### New Listings

Camarillo: 5 Ops in a well laid out office, room for more. Great rent, digital sensors and Practice Works.

Valencia: Great revenue, Fully digital, Adec equipment, OWN YOUR OFFICE – No more rent. 5 treatment rooms. THIS WILL GO FAST!!!

**Beverly Hills:** 6 treatment rooms, retiring dentist, Fully digital. Great rent with Wilshire views. Great rent.

#### Central Valley

Clovis: CA: 5 Treatment rooms, 2700 sq ft of gorgeous office, 2000 sqft of rentable space (currently rented and generation income. Double entry ops. Like new. This includes real estate. Coalinga: Coming soon!!!!

#### **Carry-Back Corner** Seller-financing available

**Beverly Hills** Marina Del Rey **Newbury Park** 

West Hills - Ortho listing **Others Pending** 

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Satramento Dental Practice for Sale. PPO-Delta Dental/Cigna/ FFS/OON, \$500k+ Collections in 2021. 4 days a week/5 weeks off a year. 1200+sqft, 4 Ops, Primarily Restorative & Preventative services. Dentrix, Dexis, Wave One Endo System, 4 IO Cameras, i500 Medit. Please send inquires to BrighterCaliforniaSmiles@gmail.com

**Pediatric Dentist:** Seeking Pediatric Dentist for brand new office in Los Angeles. Please send resume to: vannuyspedo@ gmail.com

**For Sale** Best office location border of Lawndale, Redondo Beach, Hawthorne and Torrance. Corner shopping Center high visibility. 5yrs old, 8 ops equipped, digital, 4,000sq, 2 sep. receptions. Call Grace @ 310)844-0888 for details.

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Luis Kong, DDS (San Francisco, CA)- Thank you Dr. Chester Jeng of Law Offices of Jeng and Associates. Your prompt attention to my concerns is something I am so thankful for. Definitely, you are the "go to" attorney for me. Call Jeng & Associates 714-858-0536

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**Los Banos** Thriving, modern practice with 6 fully equipped ops in newer stand-alone building. Room for expansion. Annual collections \$1.2 mil, lots of potential for growth. Contact Rod Johnston at 510-633-2697; rod@omni-pg. com.(CAD114)

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**Dental Practice & Real Estate in Stockton.** Grosses ~ \$865K. Good profit margin. ~ 60% Denti-Cal, ~40% PPO/Others. Single standing building. 3 eq. ops. Call Loc Pham, BRE#0187578. (714) 550 - 7494. https://LCFpracticesales.com

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## **Professional Practice Sales of The Great West** Specialists in the Sale and Appraisal of Dental Practices See you at Booth 1157 at CDA Anaheim

**6211 SAN FRANCISCO'S CENTRAL RICHMOND DISTRICT** PPO Practice collected \$1.3 Million in 2021 on 4-day week. 7-days of Hygiene. Great location. 4-ops. 45-new patients per month. Landlord shall extend long term lease.

**6210 STOCKTON AREA ORTHO** Revenues in 2021 totaled \$380,000+ on Doctor's 2-day schedule. Our client has always had his time limited per other activities. Office opened 4-days per week. 4-chair Bay. Attractive family community. Great second office or platform to grow into a busier practice.

**6209 MODESTO** Collections in 2021 topped \$1.2 Million with Available Profits of \$497,000. Previous years topped \$1.3 Million per year. Available Profits in 2020 topped \$600,000. Highly regarded location. 5.5-days of Hygiene. 5-ops and CBCT. 1,200 different patients seen in the last 12-months.

**6208 SAN LUIS OBISPO COUNTY - OUT-OF-NETWORK** Heaven on earth. Get out of the concrete jungle. Located in a very relaxing and desirable community where time has stood still. On 23-hour week, 2021 collected \$870,000 with Available Profits of \$355,000. 3+ days of Hygiene. Paperless. Owner has never pushed the practice per desire to have a balanced life. Simply choose to work smart creating an economic model that works. Seller can work back if desired.

**6207 CALIFORNIA'S LAKE TAHOE** Desirable alpine lifestyle. Collections in 2021 totaled \$850,000. Owner is purposely controlling his schedule to work at a relaxed pace as his nest egg is well padded. Has done more in the past. 4-days of Hygiene. 6-ops. Beautiful custom-built office. Condo optional purchase. Full price \$375,000.

**6206 SANTA CRUZ' SCOTTS VALLEY** Owner purposely chooses to work a 3-day week. 4-days of Hygiene. 2021 collected \$709,000. Total Available Profits were \$342,000. Beautiful office reflects Seller's ownership of the building. 4-ops. Digital Pano. Lots of natural light. Great curb appeal on major traffic artery in stand-alone building. Full Price \$265,000. Building is optional purchase.

**6205 NAPA - HIGH END RESTORATIVE PRACTICE** Exquisite 5-op office creates the perfect stage for the services provided here. Practice is branded around great customer **Cie.** Ad clinical results. 7+ days of Hygiene. Great location. 2021 again topped \$1 Million in revenues. Seeks successor with polished clinical and people skills.

**6204 LOWER FOOTHILLS BETWEEN ELK GROVE AND LODI** Extremely impressive credentials for this Delta PPO practice. 2021 Collected \$784,000 with Available Profits of \$369,000. And this is on a 3.5-day week complimented by 3.5-days of hygiene. Paperless. 5-ops with 6th available. Contract with a specialist to retain referred services inhouse. Successor shall secure their financial future! Full Price \$450,000.

**6203 MILLBRAE OUT-OF-NETWORK** Our Client is juggling a busy practice and an important time-consuming project. The decision has been made to focus on the project. **Cl. cti. s** in 2018 and 2019 averaged \$875,000. With project demanding more attention, 2021 is tending \$625,000. Profits are very strong. 5-ops, paperless. Beautiful office.

**6201 BERKELEY OUT-OF-NETWORK** On purposely set schedule of 3-days sustained by 4-days of Hygiene, collections in 2021 totaled \$732,900 with Available Profits of \$298,300. Focus is "patient first" evidenced by long first exams. Successor should possess high-end restoration skills. Building is also part of this sale with a no-rent control apartment. Could be Buyer's residence or a nice income stream.

**6200 SONOMA COUNTY'S PETALUMA** Solid foundation includes condo. Well-established practice collected \$696,000 with \$258,000 in Available Profits on leisurely 3+ day week in 2021. 4-days of hygiene. Practice profile consists of Hygiene, Fillings and C&B. Refers an estimated 10 patients a week to Endo and OS specialists. 4-operatories with a 5th wired and plumbed. This 1,765 sq.ft. suite is ADA compliant. Perfect for a Dentist seeking a strong platform in a great family community, or a nearby Dentist who would like to flip their practice into this condo and get away from paying rent. Full Price \$315,000.

**6191 MONTEREY'S SALINAS** Rare opportunity to create a full-service practice. Housed in well-designed 2,280 sq.ft. 6-op suite in stand-alone condo. Foundation consists of 35-years of faithful service with active patient base approaching 2,000. 10-days of Hygiene with emphasis on perio maintenance. 2021 annualization reflects production of \$1.2 Million and Collections of \$960,000. True underperformer as Management has never been able to devote full attention here. Perfect for rotating specialists into the practice. Client owns condo with this being a Package Sale. Perfect for Growing Group wishing to add to their Network. Ideal for a nearby Dentist who wishes to vertically integrate their practice into this facility and enjoy the synergies which would then be afforded.



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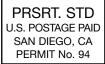
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## Professional Practice Sales continues to realize Multiple Offers for many of our Clients

## How is this possible?

## Very simple.

It is about having the time and attention to properly devote to each engagement.

When you place your practice "For Sale", you will feel vulnerable. To assist you during this anxious period, you need to feel secure knowing that the requisite care and attention is being implemented so you can make the proper decisions.

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It is PPS' focus, our attention to details, properly preparing our Clients for this unique journey, preparing the best practice presentation, assembling a complete "toolbox" before going to market, implementing the necessary risk management application to properly protect our Clients and expertly papering the transaction which has always separated PPS from others.

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